

Cabinet

Agenda

Date

Tuesday 10 April 2018

Members of the Cabinet

Mr A J Proctor
Chairman (Leader) Policy

Mr S M Clancy
(Deputy Leader) Economic Development

Portfolio holders

Mr J F Fisher Environmental Excellence

Mr R R Foulger Communities and Housing

Mrs T M Mancini-Boyle Finance

Mr S A Vincent Planning

Time

9.00 am

Place

Council Chamber
Thorpe Lodge
1 Yarmouth Road
Thorpe St Andrew
Norwich

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If any Member wishes to clarify details relating to any matter on the agenda they are requested to contact the relevant Head of Service.



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**The Chairman will ask if anyone wishes to
film / record this meeting**

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| 1 | To receive declarations of interest under Procedural Rule no 8 | |
| 2 | Apologies for absence | |
| 3 | <u>Minutes of meeting held on 6 March 2018</u> | 4 – 8 |
| 4 | Matters arising therefrom (if any) | |
| 5 | Public Speaking

To consider representation from the members of the public who have expressed the wish to convey their views on items on this Agenda.

In accordance with the Constitution a period of 3 minutes is allowed per member of the public. | |
| 6 | Representations from Non-Cabinet Members

To receive the views from non-Cabinet Members on items on this agenda. Members are reminded to advise the Leader if they wish to attend and speak at the meeting.

In accordance with the Constitution a period of 3 minutes is allowed per non-Cabinet Member. | |
| 7 | <u>Overview and Scrutiny Committee</u>

To receive the Minutes of the meeting held on 20 March 2018.

The Cabinet will also be advised of views expressed by the Committee at its meeting on 3 April 2018 in relation to items on this Agenda. | 9 – 14 |
| 8 | <u>Wellbeing Panel</u>

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| 9 | <u>Service Improvement and Efficiency Committee</u>

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11	<u>Environmental Excellence Panel</u>	55 – 58
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12	<u>Pay Policy Statement: Annual Review</u>	28 – 42
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P C Kirby
Chief Executive

Minutes of a meeting of the **Cabinet** held at Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich on **Tuesday 6 March 2018** at **9.00am** when there were present:

Mr S M Clancy – Economic Development (Chairman)

Portfolio holders:

Mr J F Fisher	Environmental Excellence
Mr R R Foulger	Communities and Housing
Mrs T M Mancini-Boyle	Finance
Mr S A Vincent	Planning

Mrs C Bannock and Mr D Harrison attended the meeting for its duration.

Also in attendance were the Chief Executive, Deputy Chief Executive, Head of Democratic Services and Monitoring Officer, Head of Finance and Revenue Services, Head of Planning, Local Taxation Manager, Corporate Finance Manager, Planning Projects and Landscape Manager and the Committee Officer (JO).

The Housing Officer - Leaving Care Team (Norfolk County Council) was in attendance for item 138 - Council Tax – Local Discount for Care Leavers.

132 DECLARATIONS OF INTEREST UNDER PROCEDURAL RULE NO 8

Officer	Minute No & Heading	Nature of Interest
Deputy Chief Executive	138 - Council Tax – Local Discount for Care Leavers	Non pecuniary, local choice interest as a non-executive board member of a Community Interest Company whose clients might benefit from the proposal.

133 APOLOGY FOR ABSENCE

An apology for absence was received from Mr Proctor.

134 MINUTES

The Minutes of the meeting held on 6 February 2018 were confirmed as a correct record and signed by the Chairman.

135 REPRESENTATIONS FROM NON CABINET MEMBERS

The Chairman agreed that, at his discretion, all non-Cabinet Members in attendance be allowed to join the debate at the relevant point of the proceedings on request.

136 OVERVIEW AND SCRUTINY COMMITTEE

The Chairman of the Overview and Scrutiny Committee advised Members on the views expressed by the Committee when it reviewed the Cabinet Agenda on 27 February 2018, as each item was considered.

137 WELLBEING PANEL

The Minutes of the meeting of the Wellbeing Panel held on 26 February 2018 were deferred to the 10 April 2018 meeting of Cabinet.

138 COUNCIL TAX – LOCAL DISCOUNT FOR CARE LEAVERS

The report explained that the Council, as a Billing Authority, was being encouraged to offer a reduction in Council Tax for young people between 18 to 21 years age who were leaving care. The discount was intended to assist them to live independently and give them more time to learn how to manage their finances at a vulnerable stage in their lives.

Norfolk County Council, as a corporate parent, had a responsibility to support care leavers and had agreed, in principle, to fund a share of the precept as part of the cost of the discount. A decision on this would be made later in the spring. The Children and Social Work Act 2017 would come into force on 1 April 2018, which would also place duties on Broadland in relation to the welfare of children and young people including care leavers.

At present there were five care leavers that were solely responsible for Council Tax in the district. If the discount was agreed the net cost to Broadland would be approximately £1,074 in this financial year, with Norfolk County Council bearing the remaining £3,221 of the costs. If the County Council did not provide the funding the gross cost for Broadland would be £4,295.

Members supported the proposal as the right approach to take for this vulnerable group of residents.

RECOMMENDED TO COUNCIL

to endorse retrospectively Cabinet's decision to adopt the Council Tax Care Leavers Local Discount Policy (attached at Appendix 1 to these Minutes) providing Norfolk County Council agrees to fund the substantive part of the cost of the discount relating to the share of the precept.

Reasons for decision

To assist young people leaving care to adjust to independent living by providing a Council Tax discount.

139 LOCAL GOVERNMENT ASSOCIATION MUTUAL FOUNDING MEMBER

The report set out a proposal by the Local Government Association for developing an alternative to conventional insurance market products for local authorities, by forming a new Mutual for local government, which would be owned and controlled by its members.

It was proposed that the Council participates in the scheme as a Founding Member of the Local Government Mutual. The financial liability of the Council would be limited to a £100 guarantee and there would be no contribution to the set up costs of the new Mutual. There would also be no obligation for the Council to use the Mutual in the future.

Members were advised that the Council's current insurance arrangements were not due to expire until 31 May 2020 and that any proposals for taking up the services of the Mutual would need to be agreed by Cabinet following the presentation of a business case.

The Portfolio for Finance advised the meeting that she had attended meetings of the LGA Steering Group, which was currently considering procurement and policy details for the Mutual. She recommended supporting the Council's participation in the scheme.

RESOLVED

to

- (1) support the Council's participation as a Founding Member of Local Government Mutual and nominate the Council's Leader, Finance Portfolio Holder or relevant elected Member to be a Founding Member Committee Member; and

- (2) authorise the Head of Finance and Revenue Services to share the Council's relevant risk transfer and protection data with the LGA officers working on the project on a strictly confidential basis; and
- (3) agree to instruct officers to consider the business case for utilising the Mutual at the appropriate time and to report accordingly to Cabinet with a recommendation.

RECOMMENDED TO COUNCIL

that attendance at any meetings in relation to the Local Government Mutual qualify as an approved duty under the Council's Members' Allowances Scheme.

Reasons for decision

To explore becoming a Founding Member of the Local Government Mutual scheme.

140 NORTH RACKHEATH MASTERPLAN

The report presented the North Rackheath Masterplan, which was intended to stimulate development in one of the largest allocations of mixed use residential land within the Growth Triangle Area Action Plan and crucial for the growth strategy of the Greater Norwich area.

The Masterplan had been funded by the Council with money that had been allocated to Broadland by the Government for the now defunct eco-town programme and had been overseen by a joint Board chaired by the Portfolio-Holder for Planning and consisting of representatives from the Council, Barratt/David William Homes and the majority landowner (Manor Farms).

It was noted that the Masterplan was only currently viable with a total of ten percent affordable housing, but that matters of detail such as this would be subject to negotiation through the planning application process.

If the Masterplan was endorsed it was expected that the developers would progress an application for submission to the Council later this year.

It was also noted that Greater Anglia would be a consultee for the planning application, as the development would have a significant effect on Salhouse Railway Station and the Bittern Line.

RECOMMENDED TO COUNCIL

to endorse the North Rackheath Masterplan (attached at Appendix 2 to these Minutes).

Reasons for decision

To stimulate development at North Rackheath.

141 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

to exclude the Press and public from the meeting for the remaining business because otherwise, information which was exempt information by virtue of Paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006 would be disclosed to them.

142 EXEMPT MINUTES

The exempt Minutes of the meeting held on 6 February 2018 were confirmed as a correct record and signed by the Chairman.

The meeting closed at 9.22am

Minutes of a meeting of the **Overview & Scrutiny Committee** held at Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich on **Tuesday 20 March 2018** at **10.00 am** when there were present:

Mr D G Harrison – Chairman

Mr A D Adams
Mrs C H Bannock
Mr D Buck
Mr J J Emsell

Mr R F Grady
Mrs L H Hemsall
Mr K G Leggett
Mr G K Nurden

Mr M D Snowling
Mr V B Tapp
Mrs K A Vincent

Mr F Whymark also attended the meeting for item 156 - Police and Crime Panel Update.

Also in attendance were the Head of Democratic Services and Monitoring Officer, Emergency Planning Manager, Housing Manager, Overview and Scrutiny Research Officer and the Committee Officer (JO).

152 APOLOGIES FOR ABSENCE

Apologies for absence were received from Mrs Copplestone, Mr Everett, Mr Peck, Mr Ray-Mortlock and Mr D Ward.

153 MINUTES

The Minutes of the meeting held on 27 February 2018 were confirmed as a correct record and signed by the Chairman.

154 RESILIENCE UPDATE

The Emergency Planning Manager advised the meeting that there had been no major incidents since the last Committee update.

Warnings of the recent snow had been given well in advance, so the Council had been well prepared. Broadland's Business Continuity Plans had been initiated; with Emergency Management Team meetings held twice a day during the period, as well as teleconferences with the emergency services to assess the situation.

Waste collection had been affected, with bins only being emptied on main routes. The waste contractor had managed its own procedures for normalising collections following the bad weather.

The Council's emergency text system was utilised to contact staff and many of those living nearby managed to get to the offices. HR had agreed procedures for those staff who were unable to get into the office or who were able to work from home. A formal policy was to be drafted shortly to cover similar situations in the future.

Volunteers had helped across Norfolk; some were coordinated by the Police, but many others had been self-motivated to help their neighbours in the difficult conditions.

Anglian Water had focused on the reconnection of households that had lost supply during the period, which was thankfully short lived.

In response to a Member's complaint that Greater Anglia had cancelled trains in advance of the snow, it was confirmed that this was a precautionary measure at the request of Network Rail. The Emergency Planning Manager confirmed that he would raise the issue at the multi-agency debriefing on the response to the weather that would be held shortly.

In answer to a query about vulnerable residents, the meeting was advised that the emergency services could call on a number of agencies to identify those that might need assistance.

The Severe Weather Emergency Protocol was activated to provide extra support for rough sleepers. This was coordinated by Norwich City Council with support from Broadland and South Norfolk. There were no rough sleepers in Broadland, although some of Broadland clients did sleep rough in the City.

155 COMMUNITY SAFETY UPDATE

The report provided an update on the Council's community safety work to reduce crime and disorder in Broadland since the last update in September 2017.

Highlights included the Root Causes project, which identified connections between hoarding and/or extremely unkempt gardens and mental health and/or substance misuse problems. Members were advised that these were indicators that an individual was likely to be considered either a perpetrator or a victim of anti-social behaviour.

It was noted that if a person did not want help it could be difficult to remedy their situation. Members were advised that any concerns about specific issues should be raised with the Community Safety Manager.

A Member noted that although complaints had ceased about noise from cars

and motorbikes racing at Broadland Business Park, vehicles were now driving on footpaths adjoining the Northern Distributor Road. The Housing Manager confirmed that she would check if this was being monitored and report back to Members.

Another highlight of the community safety activity was the Walk, Bike, Scoot Project, which was developed as a response to reduce the number of vehicles being used to transport children to school and increase walking, cycling and scooting. The scheme also had the added benefit of reducing childhood obesity and increasing school attainment levels. Kinsale Infant and Junior Schools had agreed to participate in a pilot, which Norfolk County Council had been so impressed with that they had signed a Service Level Agreement to roll the scheme out across the district.

RESOLVED:

to note the report.

156 POLICE AND CRIME PANEL UPDATE

The Council's representative on the Police and Crime Panel confirmed that he had attended meetings of the Panel on 28 November 2017, 22 January and 6 February 2018.

At the 28 November meeting the Police and Crime Commissioner (PCC) had confirmed that he had commissioned Grant Thornton to explore the viability of the PCC taking on responsibility for the governance of local Fire and Rescue Services (FRS), following the introduction of the Policing and Crime Act 2017. Grant Thornton had recommended forming a new organisation comprising the Fire and Rescue Authority (FRA) and FRS, with the PCC then becoming the Norfolk Police Fire and Crime Commissioner (PFCC). This could lead to ongoing savings of £1.6 million over the next 10 years. Norfolk County Council did not support the proposal; however eight Norfolk MPs had expressed their unanimous support. The PCC was to explore a full business case for the proposal.

The PCC had proposed a precept increase for 2018/19 of 5.51 percent (£11.97 per annum for a band D property). The increase, which would allow 23 additional staff members, included 17 additional PCs on the streets and six police officers dedicated to working in schools to improve engagement, was unanimously supported by the Panel. There were also plans to make further long term savings across seven counties through collaboration in procurement, ICT and HR. More collaboration with Suffolk in the future was also desired.

Technology was being used to further enhance the efficiency of the Police force. Body worn video cameras had led to a change in the behaviour of

members of the public that the Police came into contact with and tablets had allowed tasks to be completed in the field much more efficiently.

Operation Moonshot (which targeted drug dealers) had led to 600 vehicles being seized and 400 criminals being arrested.

There been a number of new initiatives for the prevention and rehabilitation of offenders, most notably a court mentor role which was currently being piloted. The mentor was a serving category D prisoner from Norwich Prison, who attended Norwich Magistrates Court two days a week to offer advice, guidance and support to defendants and their family.

Since February 2018 there had also been a pilot to support women entering the criminal justice system and to identify the underlying causes of their offending behaviour.

The Vice-Chairman suggested that the PCC should remain focused on community safety, rather than seeking to take on responsibility for the governance for the Fire and Rescue Service.

RESOLVED:

to note the report.

157 OVERVIEW AND SCRUTINY ANNUAL REPORT 2017-18

The report presented the Overview and Scrutiny Annual Report for 2017-18, which provided details of the work carried out by the Committee over the last year as well as its outcomes and achievements. The report also included a record of recommendations that the Overview and Scrutiny Committee made between April 2017 and March 2018 when scrutinising Cabinet papers. Details of work undertaken outside of the Committee, for example joint scrutiny committees, joint budget discussions with the Cabinet and Time and Task Limited Panels, was also included in the report.

In response to a suggestion it was agreed that the report be amended to confirm that the Neighbourhood Development Plan Time and Task Limited Panel was ongoing and would conclude its review in 2018/19.

RECOMMENDED TO COUNCIL:

to approve the Annual Report to Council, as amended.

158 NORFOLK HEALTH OVERVIEW AND SCRUTINY COMMITTEE UPDATE

The Council's Member representative on the Norfolk Health Overview and Scrutiny Committee advised the meeting that the Norfolk and Suffolk Mental Health Trust wanted to move away from providing more acute beds, which could lead to patients losing the skills to look after themselves, in favour of early intervention. A pilot scheme to roll out mental wellbeing hubs or 'crisis cafes', in the form of drop-in centres that would offer a suitable and safe environment for people experiencing mental ill-health and distress was being trialled. It was hoped that this would meet with the recommendations of the Care Quality Commission, which had previously put the Trust on special measures for not having enough beds. The Trust was being re-assessed this week.

The Committee was advised that many healthcare professionals considered that a reorganisation of the way they worked, rather than more funding, was a better solution for easing pressure on the NHS.

Members were requested to speak to the Council's Member representative if they had any suggestions for items to be considered by the Norfolk Health Overview and Scrutiny Committee. The best means of addressing any specific issues, however, was to use the NHS complaints procedure.

The Chairman left the meeting at 11.19am.

Mr Emsell in the Chair

159 CORPORATE EQUALITIES GROUP

The main item considered at the 14 March 2018 meeting of the Corporate Equalities Group was an Evidence Review into Barriers to Independence and Access in Norfolk. The Review would be forwarded to the Committee for information, following the meeting

160 OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME

The meeting was advised that the Committee's Work Programme was complete. A workshop session would be held on the afternoon of 3 April 2018 to set the Work Programme for 2018/19.

In advance of the Workshop Members were asked to consider any service issues that they wanted to review that could be delegated to the Performance Management Sub-Committee or if they would like to invite any public bodies to attend a meeting of the Committee.

A Member suggested that the Western Link of the Northern Distributor Road might be a topic worth exploring further. The support provided by the Council for tourism was also suggested as a subject for Work Programme.

Following a suggestion that the General Data Protection Regulation be included on the Work Programme, the Head of Democratic Services and Monitoring Officer confirmed that this would not be necessary, as briefing sessions were being organised for all Members on the implications of the new legislation. He added that the Council was utilising the expertise of an officer from South Norfolk Council to ensure that Broadland was compliant ahead of the introduction of the Regulation in May.

The Chairman advised the meeting that the Neighbourhood Development Plan Time and Task Panel had held two very positive meetings with Neighbourhood Plan Steering Groups. It was noted that the weight given to Neighbourhood Plans would increase now that Broadland had a five year housing land supply.

The meeting closed at 11.34am

Minutes of a meeting of the **Wellbeing Panel** held at Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich on **Monday 26 February 2018** at **5:30pm** when there were present:

Mr A J Proctor – Chairman

Mr D Buck
Mr D Roper

Miss S Lawn
Mr N C Shaw

Mr D C Ward

In attendance were the Deputy Chief Executive, the Housing Manager, the Emergency Planning Manager, the Housing, Health and Partnerships Officer, the Community Projects Officer and the Committee Officer (DM).

Also attending was Mr Rob Hetherington, Norfolk County Council Employment and Skills Team.

33 DECLARATIONS OF INTEREST UNDER PROCEDURAL RULE NO 8

Member	Minute No & Heading	Nature of Interest
Mr Buck	39 – Community at Heart Update	Local Choice – non-Pecuniary – Member of Hellesdon Parish Council and involved in their Grow Your Community Project

34 APOLOGIES FOR ABSENCE

Apologies for absence were received from Mrs L H Hemsall and Mr F Whymark.

35 MINUTES

The Minutes of the meeting held on 11 September 2017 and the informal meeting held on 4 December 2017 were confirmed as a correct record and signed by the Chairman.

36 INTEGRATED EMPLOYMENT AND HEALTH SERVICE

The Chairman welcomed to the meeting Mr Rob Hetherington from Norfolk County Council's Employment and Skills Team who briefed Members on a project being developed by the County Council to support long term claimants of working age benefits with health related barriers into work. Despite high employment levels, a significant number of people were currently in receipt of Benefits. In Norfolk, this figure was 55,000 or 10% of the working age

population. Of these, 3,700 were in receipt of JSA and 32,000 in receipt of Employment Support Allowance. This represented a significant shift in people claiming JSA, which a few years ago was around 40,000, to those with health related issues now claiming ESA. Approximately 38,000 people were long term claimants (2 years or more). Unlike those claiming JSA, recipients of ESA did not have to attend the job centre to apply for work. The perception amongst some people on ESA was that approaching the job centre for work or claiming JSA and not managing to secure a job could result in the loss of their benefits.

With regard to the figures for Broadland, it was noted that these were in keeping with the Norfolk figures. The key issue was the change in demographics with the 18-24 year age group now only making up 10% of the total on work related benefits and those above 24 years making up 90% of the total.

The project to develop an integrated employment and health service aimed to put measures in place to help support people back into work. Feedback from GPs was that a significant number of patients were presenting to their GPs with social issues and not medical issues and support for these clients was not available. It was believed that 40% of those claiming ESA wanted and were able to work but the longer they remained out of work the harder it was to secure employment; national provision to move people into work was not able to address health related barriers to the work place and, despite a growing momentum to tackle the issues, there was little new provision in Norfolk.

A stage 1 bid for money from the European Social Fund had been successful with a stage 2 application currently in progress. Matched funding had been secured from a number of sources including the County Council, pooled business rates and housing associations and discussions were ongoing with others including the LEP, the NHS and the CCGs. Other groups in the area were potentially bidding for funding and, whilst there appeared to be sufficient funding available for all, discussions were ongoing to seek a co-ordinated approach to maximise potential funding for the county.

Mr Hetherington went on to explain the “model” for the proposed service which aimed to put the individual at the centre of the process and provide the necessary support to get them to where they wanted to be. The vital role of the voluntary sector was acknowledged but this was not funded. There was a need to recognise this, with appropriate funding if applicable, as a vital route to support. Access to sport and activity was also a key area as a means of engaging people back into society and improving wellbeing. Training was also a key area to be addressed with a need to understand the needs of the employer and the potential employee. There was also seen to be a need to move away from group support (such as skills development, team building etc) to individual support offered by individual personal advisors. The emphasis was on helping to find the right job and not just any job.

Mr Hetherington stated that the project needed to be integrated across the whole county and work undertaken with partners, including district councils, to examine how the project would look for each district. The time frame would hopefully see the start of delivery of the service in September this year for a 3 year period.

It was noted that the assessment carried out for eligibility for support would be separate from any benefits eligibility assessments. The proposal was to engage two personal advisors in each district who would focus on working with individuals in that district within the location, maybe hosted by the district councils or local voluntary groups.

In response to a question about the potential impact of universal credit on the proposals, Mr Hetherington commented that the advisors would work closely with the DWP to mitigate any issues and it was hoped the new universal credit regime would actually support the aims of the project and benefits would not be affected in the same way by changes in the number of hours worked or income earned as was currently the case.

Members welcomed the aims of the project and were keen to see the exploration of ways in which the service could be integrated with those of the district council, for example in relation to the work the Council was already developing on social prescribing, the early help hub and Community at Heart.

The Chairman thanked Mr Hetherington for attending the meeting.

37 BROADLAND RESILIENCE – UPDATE

The Council's Emergency Planning Manager gave Members a brief outline of resilience work in Broadland. The area was fortunate to not have witnessed any major incidents but business continuity plans and emergency plans were in place to deal with any incidents. Work continued in conjunction with partners of the Norfolk Resilience Forum to ensure a multi-agency response to any major incidents.

With the aim of supporting the wellbeing of communities, and encouraging community resilience, work continued to encourage local communities to develop their own plans. Standard templates for plans were available, but it was acknowledged that resilience could exist in a variety of different ways and by any number of different local groups or organisations. The aim was to increase awareness of what resources were available in local communities in the event of an incident. To this end the Emergency Planning Manager undertook to visit any parishes who wanted to explore this area further and invited Members to let him know what existed in their parishes to help him establish connections and build a picture of how local communities responded in the event of an issue.

In response to questions, the Emergency Planning Manager stated that approximately 8-10 parishes currently had formal plans in place or were developing plans but he would like to increase this number. It was suggested that an article be included in Broadland News.

It was agreed to include a periodic update on Broadland Resilience in the Committee's work programme.

38 SOCIAL PRESCRIBING

The Housing, Health and Partnerships Officer reminded Members of work ongoing on the development of the social prescribing model across the county. A total of £950,000 was available per year for two years funded by Adult Social Care improved Better Care Fund and Public Health. Of this £100,000 was likely to be needed for a programme/service manager and training. The remaining £850,000 would be split along 5 CCG locality boundaries for which Broadland was covered by two: Norwich would get £204,000 and North Norfolk – £144,500. A bid had been put forward by Community Action Norfolk to NHS England for £384,000 over 4 years, topped up by notional match funding. This would be used to pay for training, oversight, data management, governance and quality assurance but the project could still proceed without this funding.

As far as the North Norfolk CCG was concerned, funding would be split on patient population lines which equated to a 40% split for Broadland. North Norfolk District Council would be using funds to directly employ living well workers located in a hub. Broadland would be utilising its £57,800 to face the Norwich service to ensure parity of service across the district. The suggestion was for the money to be used to fund 1.5 fte living well workers who would be employed within the Broadland element of the NNCCG area, through the Voluntary Community and Social Enterprise Sector (VCSE), leaving £8,000 for Community Capacity building. As a general principle, it had been agreed to broadly maintain financial and geographic boundaries and not merge either living well worker resource or VCSE capacity pots, however there needed to be a degree of flexibility across the area to meet supply, need and demand.

With regard to the Norwich CCG, a VCSE organisation would hold the living well worker funding which would pay for one team manager and 2.5 fte living well workers. These would be employed by voluntary sector partners. The living well workers would be trained to the required level, have 4-5 contacts per client, take a motivational interviewing approach and be flexible in their approach dependent on clients' needs. A small scale support fund of around £20,000 would be available and managed by the team manager for allocation across the 3 areas in the Norwich CCG. The remainder of the £240,000 (approximately £65,000) would be held for capacity building funding (potentially by Norfolk Community Foundation), based on three identified priorities, and signed off by an oversight group.

With regard to the next steps, a workshop was being held on 12 March to work through and agree the detail, such as where the living well workers would be located. It was envisaged they would be located within GP surgeries but there were also links to the Early Help Hubs. A loneliness and social isolation funding evaluation would be taking place on 2 March (North Norfolk) and 6 March (Norwich). These activities would link to the Social Prescribing funding. With regard to timescales, agreement had not yet been reached as to when the service would commence, however it was hoped that the loneliness and social isolation services would start as close to April as possible.

In response to questions, the Housing, Health and Partnerships Officer confirmed that Norfolk County Council were the commissioners of the service and, in Norwich and Broadland, Norfolk Community Advice Network would hold the funding.

The Deputy Chief Executive highlighted the role of the District Council in looking to provide an environment for all agencies to come together when dealing with clients to deliver a more coherent service.

39 COMMUNITY AT HEART - UPDATE

Members received the report of the Community Projects Officer giving an update on work undertaken to date. Much of her role was to coordinate all engagement activity and establish connections with communities

The big challenge would be in bringing together all elements of community engagement and integrating the range of initiatives being developed including community resilience, social prescribing, the emerging integrated employment and health service and community at heart.

40 FUTURE WORK PROGRAMME

- Community at Heart
- Broadland Resilience – future meeting
- Active Norfolk – Broadland Locality Plan – Update
- Public Health – Update
- Integrated Employment and Health Service
- Social Prescribing

41 ANY OTHER BUSINESS

None raised.

42 DATE OF NEXT MEETING

18 June 2018

The meeting closed at 6:45pm

DRAFT

Service Improvement & Efficiency Committee

Minutes of a meeting of the **Service Improvement & Efficiency Committee** held at Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich on **Monday 12 March 2018** at **10.00 am** when there were present:

Mr G Peck – Chairman

Mrs J K Copplestone
Mrs M L Hempsall

Mrs J Leggett
Mr G K Nurden

Mrs K A Vincent
Mr F Whymark

Also in attendance were the Head of Corporate Resources, Service Improvement Officer and the Committee Officer (JO).

30 APOLOGIES FOR ABSENCE

Apologies for absence were received from Mr Everett and Mr C Harrison.

31 MINUTES

The Minutes of the meeting held on 22 January 2018 were confirmed as a correct record and signed by the Chairman.

Minute no: 28 – Collaborative Working

It was confirmed that another joint networking event for Members was being arranged for 12 April 2018. This meeting would be a workshop that would focus on the five key areas and ideas that were being developed and would allow Members the opportunity to have a direct input into the interim feasibility study report.

32 COLLABORATIVE WORKING

Since the last meeting of the Service Improvement and Efficiency Committee two further joint workshops, with over 70 staff in attendance, had been held. The sessions had allowed staff to get to know each other's services in detail and to start to scope out potential opportunities for collaborative working.

Subsequently, staff in the service focus areas for the feasibility study had been working to produce clear comparative data, as well as gathering insights into the constraints, enablers and opportunities for future collaborative working. It was expected that each service area would have two or three ideas for collaboration with a total of around 15 for the interim report. It was notable that opportunities arising from collaboration were being identified where differences were apparent, as well as in areas where there were similarities. Two more staff workshops were to be held this week.

It was emphasised that the interim report would focus on strategic opportunities, rather than minor proposals for service collaboration.

The Head of Corporate Resources advised the meeting that he had held a series of informal meetings with departments across the Council. The meetings had been very positively received and had allowed concerns to be addressed and a number of myths dispelled. One issue that had been emphasised was that if collaboration did proceed it would not be a rapid transformation, but a more organic emergent process that could take place over a number of years.

Members were asked to note that the key drivers for collaboration remained to seize the opportunities lost by the failure of the devolution deal, such as increased access to Government funding and to best place both authorities in the event of future structural changes to local government. Grant Thornton would be commissioned to conduct an independent assessment of this rationale by undertaking a study of other councils that were sharing services.

Both councils were already actively collaborating in a number of areas, for example: on preparation for the introduction of the General Data Protection Regulation, which was due to come into force in May 2018. Teams across the two authorities had also submitted joint responses to consultations and the two planning teams were arranging a joint Business Breakfast with developers.

In response to a query, it was confirmed that aligning external partners was not being looked at currently, but it could be an area for future consideration and it was noted that Suffolk Coastal and Waveney Councils had identified an increased appetite from partners to work with them as a merged body.

A Member advised the meeting that staff concerns about the speed of bringing together a single workforce could be justified, as a restructure could take place over the course of a year. He also suggested that it had become more difficult to access Planning Officers since the joint Management Team had been established and he expressed concern that developers and the public might also be finding this to be the case. However, it was also noted that apart from the three senior officers in the joint Management Team the structure of the planning service had remained largely unaffected. It was also confirmed that the Planning Department interim arrangement was being reviewed at three, six, nine and 12 months and any concerns about a drop in the level of service should be raised with the head of service.

It was confirmed that there were areas being identified where there were significant differences between the councils, such as with ICT. These differences represented real opportunities, but would require careful consideration to identify the best collaborative way forward.

In response to a question about a timetable for sharing services, it was confirmed that it could take as long as the rest of the year before a new Chief Executive would be in place. It would then be for the post holder to decide on the future structure and roll out of any joint Management Team for both authorities.

The Chairman noted that the best means of gaining the co-operation of staff through a restructure was by utilising natural wastage and voluntary redundancies. It was also noted that sharing services could also result in improved job opportunities for staff.

33 WORK PROGRAMME

Members noted that the feasibility study would remain the main focus of the Committee for the immediate future.

The meeting closed at 11.07 am

Minutes of a meeting of the **Place Shaping Panel** held at Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich on **Tuesday 13 March 2018** at **6.00pm** when there were present:

Mr S A Vincent – Chairman

Mr R R Foulger

Mrs J Leggett

Mr F O'Neill

Mr S Riley

Mr G Nurden also attended the meeting for its duration.

Also in attendance were the Private Sector Housing Manager and Committee Officer (JO).

20 DECLARATIONS OF INTEREST UNDER PROCEDURAL RULE NO 8

The Chairman advised the meeting that through his consultancy Abzag, he was promoting, on behalf of the landowner, a site for residential development in Colney through the Greater Norwich Local Plan. When this site was under consideration he would declare a disclosable pecuniary interest and shall vacate the chair and leave the room.

In the interests of transparency, he also brought to the Board's attention, that his father, Malcolm Vincent, through his company Vincent Howes, was promoting, on behalf of the landowners, a site for residential development in Costessey/Bawburgh through the Greater Norwich Local Plan (GNLP).

In this case under the provisions of the Code of Conduct, there was no interest to declare which would prevent him from participating in the debate and chairing the meeting.

He added that he would be declaring the same interests when as a Member of Cabinet and Council, GNLP matters were considered.

21 APOLOGIES FOR ABSENCE

Apologies for absence were received from Mr Everett, Mr Graham, Mrs Hemsall and Mr Moncur.

22 MINUTES

The Minutes of the meeting held on 14 November 2017 were confirmed as a correct record and signed by the Chairman.

23 DISABLED FACILITIES GRANTS PROCEDURE

The report requested the Panel's views on some proposed options for the use of additional external funding to support vulnerable residents in Broadland.

The Council was responsible for the delivery of mandatory Disabled Facilities Grants (DFGs). The contribution received by the Council to fund DFGs through the Better Care Fund had recently risen and last year £766,000 had been received, against an actual budget set at £750,000. It was not expected that the Council would commit or spend the complete allocation this year and next year the allocation could rise by up to nine percent.

The Council had also received £74,395 of additional resource for DFGs or other initiatives to be spent in the current financial year. To utilise this funding a special project to deliver efficient heating systems to residents with health difficulties, aligned to a modified means tested approach, had been introduced.

As there was a possibility that the Government might require the return of any unspent money from the Better Care Fund a number of options were proposed to help residents with health difficulties beyond the scope of the mandatory DFG procedure.

The proposals for utilising the additional funding were:

- A refinement of the Heating System Project to allow the upgrade of heating systems at residential properties to continue using a tightened health and financial criteria.
- The introduction of an architect fee grant to a maximum of £4,500 for complex cases where structural works were required.
- A top up grant or loan of up to £15,000 where works were required to adapt the property beyond the current DFG cap of £30,000.
- To increase the Handyperson+ current low level adaption grant to £750, to allow the Handyperson to work beyond the current £500 limit to his time on site.
- A 'Get You Home Grant' of up to £1,000 to pay for essential maintenance works at residents' properties identified through the District Direct Service.

In response to a query, it was confirmed that 138 DFGs were provided by the Council last year. The grants averaged £5,500 and were means tested.

It was noted that the current £30,000 cap on DFGs could easily be reached if major adaptations were required to a dwelling. Members were also advised that DFG adaptations could be made to a rented dwelling with the permission of a landlord, however they were not always considered desirable as they could be a hindrance to a future letting. It was also confirmed that architect drawings were an essential part of the procedure for major adaptations that required structural works.

Members were advised that the Council publicised the assistance it could provide for residents by publishing leaflets that were distributed throughout the District and through the Home Improvement Agency Service, which targeted vulnerable residents.

In answer to a query, it was confirmed that the grant processing and implementation procedure was carried out rapidly and verified by an independent officer when it was completed.

The majority of Members considered that, although loans could be recycled to provide continued funding, grants were preferable for works to adapt homes beyond the £30,000 DFG cap.

In response to a request, the Private Sector Housing Manager confirmed that he would forward details of the DFGs approved last year to Members of the Panel.

RECOMMENDED TO CABINET:

- (1) to refine and continue the current Heating System Service;
- (2) to provide an Architect Fee Grant of up to £4,500 for adaptations that involved structural works and thus required detailed drawing beyond the schedule process initiated by the Council's technical officers;
- (3) to provide a top up grant for the DFG service of up to £15,000, beyond the maximum grant of £30,000;
- (4) to increase the Handyperson+ Low Level Grants cap to £750;
- (5) to provide a grant of up to £1,000 to assist the District Direct Scheme and therefore help hospital patients return to and remain safely in their homes;
- (6) to subject all new services to availability of funds in the relevant financial year and for a monitoring procedure to be initiated.

A report on the proposed changes would be considered at the 10 April 2018 meeting of Cabinet.

The meeting closed at 7.05 pm

DRAFT

PAY POLICY STATEMENT: ANNUAL REVIEW

Portfolio Holder: Policy
Wards Affected: None

1 SUMMARY

- 1.1 This report updates the Council's Pay Policy Statement and outlines the Council's approach to pay for the year 2018/19.

2 KEY DECISION

- 2.1 This is a key decision and has been published in the Forward Plan.

3 INTRODUCTION

- 3.1 The Council's Pay Policy Statement was first produced in 2012, as required under the Localism Act 2011. As part of the Statement the Council commits to annually review and publicise its approach to pay.

4 THE ISSUES

- 4.1 The Policy must set out the Council's position relating to:
- the level and elements of remuneration for Chief Officers;
 - remuneration of Chief Officers on recruitment;
 - increases and additions to remuneration for Chief Officers;
 - the use of performance-related pay for Chief Officers;
 - the use of bonuses for Chief Officers;
 - the approach to the payment of Chief Officers on their ceasing to hold office or to be employed by the authority; and
 - the publication of and access to information relating to remuneration of Chief Officers.
- 4.2 Chief Officer is defined to include Chief and Deputy Chief Officers as set out in section 2 of the Local Government and Housing Act 1989. For this Council

this includes the Chief Executive, Deputy Chief Executive and all posts currently designated as Heads of Service.

- 4.3 The update of the Pay Policy Statement is required to be approved by a resolution of the Council.

5 DISCUSSION

- 5.1 The Policy needs to:

- (1) set out the Council's approach on pay for the financial year 2018/19 (section 10 of the Policy)
- (2) measure the pay relationships agreed under the Policy and update this information for the current year, (section 7 of the Policy).

6 RESOURCE IMPLICATIONS

- 6.1 As part of the budget setting process for 2018/19, a 2 percent annual increase in the salary budget is currently modelled as part of the Council's Medium Term Financial Plan.
- 6.2 The Statement for 2018/19 redefines the lowest Local Grade (LG) of LG13 as a trainee grade, specifically for those staff employed under apprenticeship / trainee arrangements. These arrangements are likely to apply where the employee is entering work with little and / or out dated experience.
- 6.3 By defining LG13 as a trainee grade there are four members of staff on LG13 who would move onto LG12. However their individual salaries all fall within LG12 so there would be no pay implications. In the longer term there will be salary implications as their potential salary earnings will be higher than on LG13.
- 6.4 The salary range for LG13 will be amended so that the minimum of the grade is the national minimum wage for workers aged 18 – 20 years (£11,352 from 1 April 2018).
- 6.5 Although legally the salary for apprentices during their first year is £7,119 (from 1 April 2018), the Council does not apply this rate. However it has, in the past, paid apprentices below LG13. By redefining LG13 it means all staff will be paid within the grading scheme of the Council.
- 6.6 The salary range for LG12 will be redefined so that the minimum of the grade will be the National Living Wage and will remain in line with this figure.

- 6.7 The proposal to move the minimum salary level of LG12 (£14,928 from 1 April 2018) to the National Living Wage (NLW) (£15,065 from 1 April 2018) is an increase. However as it is a legal requirement to pay all staff aged 25 years and over on the NLW this will not add any additional increase to the pay bill.

7 LEGAL IMPLICATIONS

- 7.1 The Pay Policy Statement is required under section 40 of the Localism Act 2011. It should be reviewed annually for the financial year ahead. The Statement should be published as a minimum on the Council's website.
- 7.2 The Pay Policy Statement for 2018/19 draws to the attention of Members the removal of references in the 2017/18 Statement to draft regulations which were expected to be in place during 2017. These draft regulations covered public sector exit payments and the repayment of public sector exit payments where high earners returned to the public sector. These draft regulations are still not in place.
- 7.3 By redefining the salary ranges of LG 13 and LG12 it will help ensure that staff salaries stay within the legal minimums.
- 7.4 The Council may amend its Pay Policy Statement, including an amendment in the financial year to which the amendment relates, however any amendment also requires a resolution. As soon as reasonably practicable after amending or approving the Policy Pay Statement the Council must publish the amended statement and this must include on the Council's website.

8 RISK IMPLICATIONS

- 8.1 We are legally required to publish and annually update this Policy. Failure to do so could result in a reputational risk that we have not been transparent about how we approach pay for Chief Officers and staff.

9 EQUALITIES IMPLICATIONS

- 9.1 No discriminatory elements have been identified in the Policy, although it is recognised there will need to be ongoing monitoring of how it is applied.

10 CONCLUSION

- 10.1 The Pay Policy Statement has been consulted upon with union and non-union staff representatives who are members of Staff Side and the Pay Policy Statement in Appendix 1 is the final version that Members are asked to approve.

11 OPTIONS

11.1 to **RECOMMEND** to Council:

- (1) to approve the Pay Policy Statement as set out in Appendix 1; or
- (2) to amend the Policy, prior to approval.

Stephen Fennell
Head of Corporate Resources

Background Papers

None

For further information on this report call Dee Young on (01603) 430526 or e-mail dee.young@broadland.gov.uk

PAY POLICY STATEMENT

1 INTRODUCTION

- 1.1 This Policy is required under sections 38 - 40 of the Localism Act 2011. The Policy aims to be transparent, coherent and relevant to current and future needs. These needs will include the ability to attract, retain and motivate staff to help achieve the organisations vision and ambitions.
- 1.2 The Council expects high standards of performance from its staff and believes a Pay Policy should reflect the contributions of its staff. Each member of staff makes an individual and valuable contribution within their role to the effectiveness of the organisation. However, the adage 'the whole is greater than the sum of the individual parts' is particularly relevant in describing the collective strength of the Council's staffing resource and the ability of staff to work together in a positive manner.

2 SCOPE OF POLICY

- 2.1 As required by the Act and in response to associated guidance it covers:
- the Policy on the level and elements of remuneration for Chief Officers. Chief Officer being defined as in section 2 of the Local Government and Housing Act 1989;
 - the Policy on the remuneration of the lowest paid employees; the definition of the "lowest paid employees" and the rationale for that definition;
 - the relationship between the remuneration of Chief Officers and other staff;
 - other specific aspects of Chief Officers' remuneration: remuneration on recruitment: increases and additions to remuneration: use of performance-related pay and bonuses; termination payments; and benefits in kind.

NB: References to the Public Sector Exit Payments have been removed as Government approval for the treatment of these has been delayed.

- 2.2 In addition the Policy sets out :
- discretionary aspects of Chief Officers' remuneration e.g. medical insurance and lease cars including the monetary value of these benefits;
 - the principles on pay awards for all staff;

- information on the responsibilities of Chief Officers to aid public understanding of their roles , in accordance with the Local Government Transparency Code 2015;
- thresholds for salaries on appointments.

3 PRINCIPLES

- 3.1 The following pay principles apply to all staff including Chief Officers.
- 3.2 A local Performance Related Pay Scheme will apply to all staff.
- 3.3 There are 13 Local Grades within the Broadland pay scheme. Posts are evaluated on to these grades using the Inbucon Job Evaluation Scheme.
- 3.4 The local grades will generally be wider than NJC grades and overlap allowing greater scope for progression linked to performance within a post.
- 3.5 Salaries for all staff will recognise the need to pay at a sufficient level to recruit and retain quality staff on market related salary scales.
- 3.6 The principle of checking salary grades for all staff within the market will continue to ensure the competitiveness of the salary/grading structure is maintained. Any market-related increases applicable will be due in April each year and will be applied to the grade minima / maxima and to individual salaries. This increase will be recommended by external and independent pay consultants.
- 3.7 Pay for all staff will recognise and reward performance not service.
- 3.8 Performance payments for all staff will be made through the Council's Performance Related Pay (PRP) scheme, which agrees specific objectives that the employee is then assessed against. However, there may be occasions where performance is recognised through the use of honoraria in addition to PRP. These occasions are likely to occur where an employee takes on additional responsibilities often related to long term staff absences/ vacancies.
- 3.9 Commencement salaries of staff will be made within the relevant local grade assuming the mid point of the grade to be the market rate for the role in most cases.
- 3.10 Market supplements will only be used where there is evidence that they are required.
- 3.11 Payments for fees, charges and allowances will be consistent across all staff.

- 3.12 The Council's policy on compensation payments for termination on the grounds of redundancy, early retirement and efficiency will be in accordance with the Adjustment to Staffing Agreement.
- 3.13 The Council's policy on flexible retirement, early payment of pension, the augmentation and/or award of additional pension will be in accordance with the Council's Pensions Discretionary Policy.
- 3.14 Staff in receipt of a Local Government Pension may be employed by the Council where there is a justifiable business case. This would be justifiable where the member of staff is the best match for the organisation's requirements. The salary level of the member of staff on appointment may be adjusted to reflect the payment of a pension through the Local Government Pension Scheme.
- 3.15 Staff who have received a redundancy or compensation payment from Broadland District Council will not normally be re-employed by the Council. Approval from the Chief Executive will be required. If this occurs any re-engagement will be in accordance with 3.14 above
- 3.16 Staff previously employed by Broadland District Council may be engaged under a contract for services where there is a business case for doing so. This may be for financial, risk mitigation and/or skills shortage reasons. Approval from the Chief Executive will be required. If this occurs any re-engagement will be in accordance with 3.14 above
- 3.17 Pay and benefits will be monitored and assessed to identify any discriminatory aspects and whether they benefit any group of employees with a particular protected characteristic(s). Protected characteristics particularly relevant include gender (Equal Pay issues) and age (Minimum Wage, and National Living Wage).
- 3.18 The Council will annually publish this Policy and associated pay data on the Council's website.

4 PUBLIC SECTOR EXIT PAYMENT CAP AND RECOVERY REGULATIONS

- 4.1 The Council will comply with any regulations aimed at capping public sector exit payments which may come into force in the next 12 months.
- 4.2 The Council will comply with any recovery regulations which may come into force within the next 12 month. These regulations being aimed at recovering exit payments from public sector employees who return to public sector employment.

5 CHIEF OFFICERS' REMUNERATION

- 5.1 Chief Officers within this Council will include the Chief Executive; the Deputy Chief Executive and Heads of Service.
- 5.2 Remuneration of Chief Officers will include:
- salary or where there is a contract for services payments made by the authority for those services;
 - any bonuses payable;
 - any charges, fees or allowances payable (which would include election fees);
 - any benefits in kind;
 - any increase in or enhancement of pension entitlement where that is the result of the resolution of the authority; and
 - any amounts payable on ceasing to hold office or being employed by the authority other than amounts that may be payable by virtue of any enactment.
- 5.3 The terms and conditions of employment for Chief Officers, except those relating to rate of pay, are covered by the National Scheme for the Joint Negotiating Committee (JNC) for Chief Executives and Chief Officers.
- 5.4 Chief Officers' salaries will be offered within the salary ranges of Local Grades 1 – 4 inclusive.
- 5.5 Performance assessments linked to pay for Heads of Service will be undertaken by the relevant line manager (either the Chief Executive or the Deputy Chief Executive).
- 5.6 Performance assessments for the Chief Executive and Deputy Chief Executive will be undertaken by the Appointments and Pay Panel.
- 5.7 In addition to the remuneration identified in 5.2, Chief Officers may receive other specific benefits which will be identified annually.
- 5.8 Payment for membership of professional bodies will only be paid for those Chief Officers undertaking statutory roles ie Head of Paid Service, Monitoring Officer and Section 151 Officer.
- 5.9 The Chief Executive also receives Returning Officer fees. The fees in respect of County, District and Parish Council Elections are set by the Chairpersons

of the Norfolk Authorities' Member Remuneration Panels and the fees for conducting European, Parliamentary and Police & Crime Commissioner elections are set by the Cabinet Office.

5.10 Information relating to Chief Officers' payments will be published annually to provide transparency. The information will include contextual data such as areas of responsibility, number of staff within the service, capital and revenue expenditure, salary ceiling, the contract type and identify any current vacancies.

5.11 For appointments on large salary packages, defined as ones in excess of £100,000 pa, Council approval will be obtained. The components of the package will include gross salary, car benefits and private health benefits.

6 REMUNERATION OF LOWEST PAID EMPLOYEES

6.1 The Council's lowest paid employees are those employees in trainee / apprentice roles. These roles will be paid within Local Grade (LG)13. These roles will be for employees who are joining as the first step in their career.

6.2 The lowest pay point will be that of LG13. The bottom of LG 13 will be the National Minimum wage for 18 – 20 year olds (£11,352 pa from April 2018).

6.3 All employees will be paid at least at a level equating to the national minimum wage legislation.

6.4 Employees aged 25 years and over will be paid at least at a level equating to the National Living Wage.

6.5 The lowest point of Local Grade 12 will be the National Living Wage (NLW) which will be £15,065 pa from April 2018.

7 RELATIONSHIP BETWEEN CHIEF OFFICER'S REMUNERATION AND OTHER STAFF

7.1 Pay relationships will be measured by the use of a pay multiple. This is defined as the highest paid taxable earnings for the year including base salary, variable pay, bonuses, allowances and the cash equivalent of any benefits in kind) and the median earnings of the whole Council. The highest taxable earnings, ie those for the post of Chief Executive, will normally be no greater than 7 x the median earnings of the whole Council.

7.2 The pay multiple as at January 2018 is 4.82. This is a decrease of 0.15 from 2017. As the taxable earnings of the Chief Executive include Returning Officer fees, and these vary from year to year, this accounts for the fluctuation in the multiplier.

8 RESPONSIBILITIES

- 8.1 This Policy will be approved by Council.
- 8.2 The appointment and appointment salaries for Chief Officers will be determined by the Appointments and Pay Panel.
- 8.3 The appointment and starting salaries of staff new to the Council will be determined by an Officer Recruitment Panel, which will consist, as a minimum, of a management representative for the relevant service and a representative from HR.
- 8.4 The level of any annual pay awards will be determined in accordance with policy agreed by Council.
- 8.5 The level of any PRP awards will be agreed by Cabinet.

9 REVIEW OF POLICY

- 9.1 The Policy will be reviewed annually and the Council's approach for the following financial year will be confirmed.
- 9.2 However, the Council recognises that a variety of circumstances (foreseen or unforeseen) may arise and require the Pay Policy to be sufficiently flexible to deal with these circumstances such as the use of market supplements. The Council will have regard to the extent to which the exercise of any flexibility could lead to a serious loss of confidence in the public service.

10 APPROACH FOR THE FORTHCOMING YEAR (2018/19)

- 10.1 As part of the budget setting process for 2018/19 a 2 percent annual increase in the salary budget is currently modelled as part of the Council's Medium Term Financial Plan.
- 10.2 The market related award applicable in April 2018 will be recommended by independent pay consultants. Any recommendation for a market related award will be applied to the Local Grades and to individuals' salary. Any market related award will be provided for as part of the 2 percent increase in the salary budget
- 10.3 The Pay Scheme must be affordable taking into consideration the medium term budget implications for the Council. Therefore if, once the market related award has been applied, there is any excess budget this will be made available for PRP.
- 10.4 The lowest Local Grade (LG) of LG13 is identified as a trainee grade, specifically for those staff employed under apprenticeship / trainee

arrangements. These arrangements are likely to apply where the employee is entering work with little and/or out dated experience.

- 10.5 Roles other than those evaluated as LG 13 may also be appropriate for apprentice employees. An apprentice employee will be someone who is studying for a recognised qualification that enhances and / or widens their skills and knowledge. Apprentices may study for a range of qualifications including National Vocational Qualifications (NVQ's), degrees and professional qualifications. Apprentice employees will be paid within the appropriate grade for the role they are undertaking.
- 10.6 The minimum range for LG13 will be the national minimum wage for workers aged 18 – 20 years and will remain in line with this figure.
- 10.7 The minimum salary for LG12 will be the National Living Wage and will remain in line with this figure.
- 10.8 Work on the future design and funding options for the Council's Performance scheme is currently on hold whilst the organisation explores collaborative working.
- 10.9 Actual salaries of Chief Officers for the most recent financial year will be published on the website (as per the statutory code of recommended practice on data transparency).
- 10.10 No bonuses will be paid.
- 10.11 The benefits in kind specific to Chief Officers include:
 - lease car or cash equivalent of up to £4,871 for Chief Executive and Deputy Chief Executive and £4,714 for Heads of Service
 - medical insurance approximate value of £900 and medical check-up approximate value of £485.

NB: Although these benefits are offered to Chief Officers, it should not be assumed that they will all take them up.

- 10.12 An individual personal reward statement will be available for any member of staff where it is specifically requested by that individual. The statement will show the value of the individual's benefits package, including the value of the employer's pension contributions.

Date	Ref	Comment
Feb 2013	3.9	Replaced 'appointments' with 'commencement salaries.' Deletion of 'the midpoint is recognised as the salary reflecting the skills, experience, qualifications required for the role'.
	4.1	Replaced 'Head of Paid Service' with 'Chief Executive'.
	4.10	Inserted 'contextual'.
	6.1	Update to the year to show that the measure is still being met.
	9.1 & 9.2	Change to the year.
	9.6	Change to the benefits in kind figures and inserted the word 'innate'.
	9.7	Reward statements will now only be produced where an employee requests their personal statement.
Aug 2013	2.1	Include 'associated guidance'.
	2.2	Insert fourth bullet point re thresholds.
	4.6	New point Performance assessments for DCE undertaken by CE.
	4.10	RO fees no longer agreed by Norfolk Branch of Assoc of DC but by CE group.
	4.12	New point re appointment of salaries of £100,000+.
	4.13	New point re severance packages of £100,000+.
	6.1	Updated to refer to 2014.
	9	References to year updated.
	9.6	Medical figures updated.
Jan 2015	3.6	Include principle of applying market award to grades and individual salaries.
	3.13	Pensions Discretionary Policy, 2008 removed.
	4.9	Deleted 'payments will be treated separately from salaries'.
	4.10	Additional info added (salary ceiling, contract type, vacant posts).
	4.11	Inserted 'Full Council approval will be sought'.
	4.12	Inserted 'Full Council approval will be sought'.
	6.1	Definition of pay multiple added.
	6.2	Pay multiple as at Jan 2015 updated.
	7.3	Inserted new to the Council.
	9.1	Re-establish cost of living award.
	9.2	Market related award to be applied to individual salaries.
	9.3	Efficiency savings becomes a permanent feature New point PRP pot calculation explained.
	9.7	Update to figures.
Jan 2016	3.15	New point Recovery of Public Sector exit payments.
	4.12	Reference that a new exit payment cap is likely of £95,000.

Date	Ref	Comment
	5.4	Inclusion of National Living Wage.
	6.2	Update on pay multiple.
	9.1	2 percent budget identified for salaries.
	9.3	Deletion of using efficiencies for PRP instead any excess from 2 percent budget to be for PRP.
	9.4	New point to work with staff reps to design a pay scheme for the future.
	9.8	Update on figures.
Jan 2017	2.1	Benefits in kind added to fourth bullet point.
	2.2	New point on public sector exit payments.
	2.3	Reference made to Transparency Code 2015.
	3.12	Added reference to Public Sector Exit Payment Regs.
	3.15	Reference to new Recovery regulations.
	3.16 & 3.17	Reference made to Public Sector Exit payment regs.
	3.18	New point.
	Sect 4	New section.
	Sect 5	Deletion of reference to exit payments in excess of £100,000.
	5.9	New wording fees set by Chairs of Norfolk Authorities Member Remuneration panels.
	6.5	Insert rate will be min of NMW for age.
	7.2	New multiplier figure.
	8.5	PRP agreed at Cabinet (not Council).
	10	Update to 2016/17 figures.
Jan 2018	2.1	New final bullet point re references to PS Exit Payments
	3.12	Removal of PS Exit Duty 2016
	4.0	This section contained details of how the PS exit payments and recovery regulations were to be applied but as these have not come into force, this section confirms the council's approach should the government progress these.
	7.2	Update to multiplier figure
	10	Year updated to 2018 /19
	10.4	LG 13 becomes an apprentice/trainee grade and comment re apprentices may be paid outside of LG13 deleted as not necessary
	10.5	Definition of apprentice explained
	10.6	Salary range of LG13 to be linked to NMW
	10.7	Salary minimum of LG12 linked to NLW
	10.11	Medical insurance decreased



Broadland Equality Assessment

Name of Policy	Pay Policy Statement
Name of Officer responsible for Policy	Dee Young
Date of Assessment	February 2018

Aims of Policy (a brief summary)

To be transparent, coherent and relevant to current and future needs. These needs will include the ability to attract, retain and motivate staff to help achieve the organisations aims and objectives

1. Has the policy/procedure/strategy addressed one or more of the Equality Duty

Aims? (Please provide a narrative explanation as to how your document relates to each aim of the Equality Duty – for instance does your document demonstrate that the Council is adhering to any or each of the aims?)

Does it “Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act”

The pay policy should eliminate unlawful discrimination under Equal Pay legislation

Does it “Advance equality of opportunity between people who share a protected characteristic and those who do not”

The pay policy outlines how all staff will be remunerated and therefore treats all staff equally regardless of any protected characteristics. Chief Officers are remunerated differently to other employees but this is based on their role not in relation to any protected characteristics

Does it “Foster good relations between people who share a protected characteristic and those who do not”

The Policy is part of the transparency requirement and the openness and accessibility of the policy aims to foster good relations

2. Which protected characteristics does this Policy impact: (please tick all that apply)

Age	<input checked="" type="checkbox"/>	Sexual Orientation	<input checked="" type="checkbox"/>	Pregnancy/Maternity	<input checked="" type="checkbox"/>
Disability	<input checked="" type="checkbox"/>	Civil Partnership/Marriage	<input checked="" type="checkbox"/>	All of the Above	<input checked="" type="checkbox"/>
Race	<input checked="" type="checkbox"/>	Religion or Belief	<input checked="" type="checkbox"/>	None of the Above	<input type="checkbox"/>
Sex	<input checked="" type="checkbox"/>	Gender Reassignment	<input checked="" type="checkbox"/>		

3. Does the content of the document impact one protected group more than others?

(Please describe how it impacts the protected characteristic group more than others and whether this is negatively or positively)

Age: the redefining of Local Grades 13 and 12 to the National Minimum Wage (NMW) and the National Living Wage (NLW) is linked to age. However this is legally compliant. Redefining LG 12 to the NLW is more generous than is required as an employee who is under 25 years of age and employed on LG12 would not have to be paid at the NLW rate.

Equally the minimum salary of LG13 is more generous than is required for apprentices.

4. Are there any vulnerable groups that have not been identified that are relevant?

No

5. Are there any sources of evidence that have provided information on what impact your policy/procedure/strategy could have upon the protected groups?

(Possible sources of evidence are research reports, consultation activities, public surveys etc...) Please also describe what information is required to demonstrate the community or customer need for what this document is proposing

The redesignation of LG 13 has positively affected 2 males and 2 females who now move to LG 12 and long term have higher potential salary earnings.

6. Demonstrate where you have engaged individuals or groups, both internally or externally, during the development of this policy (include who you have consulted).

If the document is Government driven indicate how you have communicated this fact to those who are likely to be impacted.

The Policy was presented to members present at Staff Side on February 21 2018 for comment. Staff side members are Chief Exec, HR, Union and Non-Union representatives.

7. How has this engagement influenced the development of this policy? (if not, why not) Have you undertaken any analysis of the information gathered from engagement and made any changes to the document?

Staff side commented that the conditions for LG13 were an improvement. Unison wished to check elements of the proposals and liaise with the author, particularly point 3.7 of the policy. No further comments had been received by Unison at the time of circulating the report (12 March 2018).

8. Will it have a significant effect on how other organisations operate in terms of equality?

Yes ☐ No ☒

9. Have you worked with partner organisations to develop this policy and if so what has been their role?

No

10. Have you set up a monitoring/evaluation process to check the successful implementation of the policy/procedure/strategy?

Yes ☒ No ☐

11. Please explain how you will resolve any issues or gaps identified during this assessment. (If you are unable to resolve the issues highlighted during this assessment please explain why and what alternative steps you can take)

NA

Signed by evaluator:

Signed by responsible head of department:

PERFORMANCE RELATED PAY 2018

Portfolio Holder: Policy
Wards Affected: None

1 SUMMARY

- 1.1 This report seeks formal confirmation of the value of a Standard Merit Unit (SMU) for the purposes of the Performance Related Pay (PRP) award in 2018. It also confirms the Inbucon recommended increase of two percent to pay grades and salaries already implemented with effect from 1 April 2018.

2 KEY DECISION

- 2.1 This is not a key decision and has not been published in the Forward Plan.

3 INTRODUCTION

- 3.1 The Council has operated a PRP scheme linked to an objectives based appraisal system since 1990. The scheme has proved successful in recruiting and retaining high performing staff throughout the period.
- 3.2 A temporary efficiency funded PRP scheme was in operation for the three years 2012-2015 inclusive and was able to maintain the principle of pay linked to individual performance during a period of severe budget pressures.
- 3.3 Cabinet agreed a Medium Term Financial Plan for the Council from 2016/17, which includes a two percent annual growth in salary budgets. This was intended to provide future funding for both cost of living and Performance Related Pay awards during the lifetime of the Plan.
- 3.4 The Inbucon Annual Pay Report for 2018 was received by the Council in January 2018. In accordance with our standing instructions to them regarding the maintenance of the salary structure, Inbucon recommended a two percent increase to salaries and to grade minima and maxima with effect from 1 April 2018.

4 PAY 2018

- 4.1 There is therefore now a requirement for Cabinet to determine the value of the SMU for 2018, in recognition of the fact that the two per cent allocation for pay increases in 2018 will be fully committed through the implementation of the Inbucon annual award. The Head of Corporate Resources has modelled the predicted costs of varying levels of SMU awards for 2018. Based on current staffing and a prediction of individual performance assessments

derived from previous years, one per cent of the payroll budget (equivalent to £76,500) would be sufficient to fund an SMU of 1.33 percent.

- 4.2 Staffside have been invited to comment on the proposed PRP award for 2018.

5 RESOURCE IMPLICATIONS

- 5.1 The revenue budget implications are as set out in Section 4 of this report. Any additional costs arising from a decision to award PRP payments in 2018 could be funded from savings derived from the staffing budgets of the Council or the general fund reserve.

6 LEGAL IMPLICATIONS

- 6.1 The Council has power to pay reasonable remuneration to staff. In so doing, it cannot take into account other considerations such as setting a good example to other employers.

7 EQUALITIES

- 7.1 A Gender Pay report was presented to the Executive Team in August 2017. This report included an analysis of performance related payments.
- 7.2 The analysis found that in 2016 the mean performance related payments were 22.1 percent higher for males than females. It also found that in 2016 the median performance related payments were 20.7 percent higher for males than females.
- 7.3 93.3 percent of male staff received a PRP award and 89.2 percent of female staff received a PRP award.
- 7.4 To understand if there were any discriminatory practices a further analysis was undertaken of individuals' performance assessments. The analysis showed that more females received the top assessment (Outstanding). Female staff also received a significantly higher proportion of the second highest assessment (Commendable).
- 7.5 Overall a higher proportion of females (64 percent) received the more financially advantageous PRP assessments compared with 22 percent of males.

8 OPTIONS

8.1 The Cabinet is requested to:

- (1) determine the percentage value of a Standard Merit Unit (SMU) for 2018;
- (2) any other decision Cabinet considers appropriate.

Stephen Fennell
Head of Corporate Resources

Background Papers

None.

For further information on this report call Stephen Fennell on (01603) 430524 or e-mail stephen.fennell@broadland.gov.uk.

DISABLED FACILITIES GRANT PROCEDURE

Portfolio Holder: Communities and Housing

Wards Affected: All

1 SUMMARY

- 1.1 As a result of recent increased contributions from central Government, this report details additional services for Members to consider aligned to the Council's Disabled Facilities Grant (DFG) procedure.

2 KEY DECISION

- 2.1 This is not a key decision and has been published in the Forward Plan.

3 INTRODUCTION

- 3.1 Previously part funded by contributions from the DCLG, the Council is responsible for the delivery of mandatory DFGs. The contribution received by the Council has, over the last two years, been diverted through the Better Care Fund. The contributions have recently risen. Last year the Council received £766,000. The Council may commit the entire £766,000 in the 17/18 financial year. However, this is considered at near full capacity of demand, next year the allocation may rise by up to nine percent.
- 3.2 The Better Care Fund requires that the districts who are responsible for the delivery of DFGs provide locality plans. These plans are expected to supplement the grant process with services aligned to the aims of the Better Care Fund.
- 3.3 This report will provide service options for Members to consider. The report will enhance the current Locality Plan with a range of packages that will be available to Broadland's residents to supplement the procedure.

4 THE ISSUES

- 4.1 Over the last two years the Council has initiated additional services to supplement the priorities for the Better Care Fund. For example an initiative in GP surgeries has provided one to one interventions via the surgeries Multi-Disciplinary Team. The objective has been to prevent and reduce demand on Social Service and National Health Service resource. An evaluation is currently in progress regarding the outcomes of this initiative.

- 4.2 The Private Sector Housing Team at present is up to speed with the current demand level of applicants for DFGs and waiting periods between enquiry and initial visit are on average, below a month. Taking the above factors into account, no increase in the current level of service for DFGs is expected or required.
- 4.3 A Low Level Adaption Grant (below the scope for DFGs) has previously been approved by Cabinet. The service is carried out by the Handyperson and has been introduced to assist residents and help them stay safely in their homes. Introduced in the late summer of 2017 so far 34 grants have been approved. However, due to the current cap of £500 for these grants, taking into account material costs, the Handyperson is limited to a day's work at each property. This restricts the options available to the Handyperson when carrying out these works.
- 4.4 In January 2018 the Council received £74,395 of additional resource to be spent on DFGs or other initiatives in agreement with local health partners. This sum had to be spent in the financial year of receipt. As a result the Private Sector Housing Team has introduced a special project to deliver efficient heating systems to residents with health difficulties which is aligned to a modified means testing approach and thus assist this cohort of residents from fuel poverty issues. Demand for this scheme has been moderate and while the Council hopes to commit all funds received from the Better Care Fund and DCLG for DFGs, the continuance of such a scheme would provide significant health impact for eligible residents and the experience of this project has demonstrated that it would not be expected to have significant budgetary impacts if considered for future delivery.
- 4.5 The current cap on DFG is £30,000. This means that if adaptations required at the applicant's property require work beyond the current cap, the maximum grant of £30,000 will not meet the need for the applicant. Therefore the grant cannot be approved until the applicant can demonstrate the additional funds required beyond the £30,000. As a result applications can stall or require cancellation.
- 4.6 When works require adaptations involving structural alterations, architects drawings that detail plans to meet the need are required. Grants are then approved in consultation with the architect commissioned. The architect therefore needs to be commissioned before approval and will require payment whether the works are approved or in some cases not approved. Therefore the commission of architects can stall the procedure for the applicant. In some cases this can result in no progress and a cancellation of the procedure.
- 4.7 The District Direct Service places Housing Officers from district authorities across the County into the Discharge Hub at the Norfolk and Norwich University Hospital. The approach is to prevent housing issues causing delayed discharge from the hospital. Interventions include: installation of a

key safe, commencement of a DFGs process and installation of grab rails. However, it has become clear that further interventions are required that are beyond the scope of the Council's current service provision. Works for trade services such as plumbing and electrical works and other works beyond the scope of the Handyperson+ Service or one off capital expenses, such as purchasing of necessary furniture or appliances or skip hire for de-cluttering are not currently available. Such a facility would help enable a smooth discharge from hospital for patients but also help prevent readmission and to ensure patients can remain independently in their homes for longer.

- 4.8 The above issues provide opportunities where additional money received from the Better Care Fund can be used to help residents with health difficulties beyond the scope of the mandatory DFG procedure. To initiate such a procedure any new proposals will require amendment of the Council's DFG, Better Care Fund Locality Plan. However in addition, any additional financial assistance to applicants beyond the scope of the Mandatory DFG procedure will require a policy decision by the Council in accordance with procedures detailed in the 'The Regulatory Reform (Housing Assistance) (England and Wales) Order 2002'.
- 4.9 A paper on this issue was considered by the Place Shaping Panel on 13 March 2018, the Minutes of this meeting including the observations is included at item 10 on this Agenda.

5 RESOURCE IMPLICATIONS

- 5.1 The Private Sector Housing Team is experienced in the provision of grants and loans for residents and therefore is in a position to absorb the additional services within current work streams.
- 5.2 As the finance is external, no additional capital resource is required by the Council.

6 LEGAL IMPLICATIONS

- 6.1 As detailed, a policy decision from the Cabinet will be required regarding any additional financial services.

7 EQUALITY

- 7.1 An Equalities Assessment is attached at Appendix 1.

8 PROPOSED ACTIONS

8.1 Cabinet has the following options:

- (1) to continue the current heating system service including the current fast tracked means test procedure using Energy Company Obligation flexible criteria. The minimum health requirement would relate to a disabling condition as diagnosed by a health professional or the receipt of attendance allowance to represent the care eligibility element. Replacement would be available for all non-condensing boilers and those condensing boilers identified beyond reasonable repair. Other systems such as those using inefficient electric heaters could also be replaced;
- (2) to provide an Architect Fee Grant up to £4,500 for adaptations that involve structural works and thus require detailed drawing beyond the schedule process initiated by the Council's Technical Officers;
- (3) to provide financial assistance where the current cap of £30,000 will not cover the required adaption works through either:
 - (i) a top up grant of up to £15,000
 - or
 - (ii) a top up loan without interest of up to £15,000.
- (4) to increase the Handyperson+ current low level adaption grant to £750;
- (5) to provide "A Get You Home Grant" of up to £1,000 to pay for essential maintenance works and or essential capital purchases at residents' properties identified through the District Direct Service and other hospital referral routes;
- (6) to subject all new services to availability of funds in the relevant financial year and for a monitoring procedure to be initiated by the Private Sector Housing Manager in consultation with the Head of Service and Portfolio Holder for Communities and Housing;
- (7) any other recommendation the Cabinet deems appropriate.

Kevin Philcox
Private Sector Housing Manager

Background Papers

None

For further information on this report call Kevin Philcox on (01603) 430578 or e-mail kevinphilcox@broadland.gov.uk



Equality Impact Assessment

Name of Officer completing assessment: Kevin Philcox

Date of Assessment: 16/03/2018

What is the proposed Policy?

To put together a range of additional interventions using the council's improved Better Care Fund allocation for the Disabled Facilities Grant (DFG)

1. Which protected characteristics does this Policy impact: (please tick all that apply)

Age	X	Sex	<input type="checkbox"/>	Pregnancy/Maternity	<input type="checkbox"/>
Disability	X	Sexual Orientation	<input type="checkbox"/>	Gender Reassignment	<input type="checkbox"/>
Race	<input type="checkbox"/>	Civil Partnership/Marriage	<input type="checkbox"/>	Religion or Belief	<input type="checkbox"/>
Health	X	Rurality	<input type="checkbox"/>	Low Income	X
				None of the above	<input type="checkbox"/>

2. What do you believe are the potential equalities impacts of this policy?

Please include:

- Any other groups impacted not detailed above
- Partnership organisations worked with in the development of this policy
- Evidence gathered to inform your decision
- Where you have consulted, Who and How this has informed the decision/policy

Note: Impacts could be positive and/or negative and impact groups differently

The intended effects of the proposed interventions are positive in that they will enable individuals experiencing long term health issues or disabilities to live at home for longer and in better health. In addition the need for more formal health and/or social care interventions will be reduced or delayed.

Disability and Health

Statistics in Broadland show that the life expectancy for women is fluctuating slightly and currently stands at 84.4 years. However men are showing a very small but consistent decrease in life expectancy down from 81.3 years as reported in 2015 to 80.6 years now. Additionally, in terms of living in good health, statistics show that in Norfolk women can expect to live to age 66 in good health and men to age 64 indicating a potential ill health 'gap' of 18 years for women and 16 years for men. It is not within the scope of the interventions to entirely reverse those trends, however they could be seen as making a positive contribution to it.

Two of the proposals relate to the easing of the DFG process where blockages could occur either through the

requirement to pay architects fees up front or because the cost of the works needed extends beyond the current cap of £30K meaning that interventions can be in place and have an effect sooner.

The Get You Home grant will link to the district direct service and enable a quicker discharge from hospital as this formalises a clear pathway for those interventions to ensure that the patient is returning to a suitable and safe home. It is also intended that application of the grant could reduce the incidence of re-admission to hospital.

Refining the heating system project will assist more people experiencing fuel poverty. Fuel Poverty can impact markedly on health including mental health. Research suggests that cold housing increases the level of minor illnesses such as colds and flu and exacerbates existing conditions such as arthritis and rheumatism and more than 1 in 4 adolescents living in cold housing are at risk of multiple mental health problems compared to 1 in 20 adolescents who have always lived in warm housing.

Age

All of the suggested interventions are age neutral, in that they would be targeted at need rather than a certain age group. Although it is acknowledged that older people are the largest cohort age group who would be accessing these services and would see the most positive impacts, this would not remove access for other age groups.

Low Income

All of the suggested interventions could assist households where low income either prevents them from securing an intervention or service privately or from accessing an existing intervention which would lead to improved health outcomes. For example, where the level of adaptations required would cost more than £30K and the household does not have the means to pay the difference.

Carers

Carers do not form part of the characteristics we assess for impact and none of the interventions are aimed specifically at carers themselves. However, it should be acknowledged that by implementing the interventions carers could be positively impacted. Not least in the improvements that can be made to the physical home environment which can reduce the physical impact of their caring duties but also in the improved health and mental health of the people they are caring for and themselves.

3. How is it proposed that any identified impacts are mitigated?

Please include:

- Steps taken to mitigate, for example, other services that may be available
- If you are unable to resolve the issues highlighted during this assessment please explain why
- How impacts will be monitored and addressed?
- Could the decision/policy be implemented in a different way?
- What is the impact if the decision/policy is not implemented?

Other protected characteristics

Disability, Age, Health and Low Income have been identified as the characteristics these interventions would mainly impact. In addition, it should be noted that the other protected characteristics would not impact on access to the interventions. However, monitoring of this would be included as part of the 12 month review process.

In conclusion, the decision could be made not to implement these interventions and while this does mean that, in effect, business as usual would continue, an opportunity to improve outcomes for people with the protected characteristics of Age and Disability and our own additional characteristics of Health and Low Income would be missed.

Signed by evaluator:

Signed by responsible head of department:

Please send your completed forms to victoria.parsons@broadland.gov.uk to be reviewed and stored in accordance with our legal duty. You may also wish to contact the Housing, Health & Partnerships Officer if at any time you need assistance filling in your assessment.

CABINET

Tuesday 10 April 2018

Final Papers

Item	Details	Page No
11	<u>Environmental Excellence Panel</u>	55 – 58

To receive the Minutes of the meeting held on 22 March 2018

DEMOCRATIC SERVICES

Broadland District Council
Thorpe Lodge, 1 Yarmouth Road, Norwich, NR7 0DU
Tel: 01603 430428
Email: cst@broadland.gov.uk

Minutes of a meeting of the **Environmental Excellence Panel** held at Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich on **Thursday 22 March 2018** at **4.00 pm** when there were present:

Mr J F Fisher – Chairman

Mrs J Leggett
Mr I J Mackie

Mr G K Nurden
Mrs B H Rix

Mr J M Ward

Also in attendance were the Private Sector Housing Manager, Environmental Protection Manager (Special Projects), Environmental Protection Manager, Senior Communications Officer (Norfolk Waste Partnership) and the Committee Officer (JO).

39 APOLOGIES FOR ABSENCE

Apologies for absence were received from Mr Grady and Mr Tapp.

40 MINUTES

The Minutes of the meeting held on 7 December 2017 were confirmed as a correct record and signed by the Chairman.

41 WARM HOME FUND BID

The Private Sector Housing Manager advised the meeting that, subject to contract, the Council was to be awarded £3.2m from the Warm Homes Fund to address households in fuel poverty. The funding was for a Norfolk wide project that would be delivered by Broadland and match funded by our partners.

The fund was split into three categories. Category 1 was for urban homes and communities and would mostly be for new gas heating systems. Category 2 was for rural homes and communities and would primarily focus on 'non-gas' solutions, such as air source heat pumps, oil and LPG. Category 3 was a revenue fund that would facilitate the delivery of the first two categories by identifying households in fuel poverty. It would also cover emergency repairs and fund two employees who would undertake home visits to assist households to access cheaper fuel.

The Council should receive £800,000 for Category 1, £1.7m for Category 2 and £800,000 for Category 3.

The urban category was likely to deliver 165 boiler installations. The rural category would deliver around 250 boilers and 70 heat source pumps.

Members were advised that the scheme would be far simpler to administer than the Green Deal and the whole process would be carried out under ECO Flex governance criteria to ensure that the scheme was managed efficiently, effectively and economically.

The Panel congratulated the Energy Team on winning the bid.

42 NORFOLK WASTE PARTNERSHIP WORKSTREAMS

The report requested that the Panel noted and endorsed the revised Norfolk Waste Partnership (NWP) Work Programme.

At the last NWP Board meeting Members had supported the continuation of the four workstreams in its Work Programme together with a fifth workstream to explore and strengthen secondary market reprocessing capacity in or near to Norfolk.

The workstreams were:

- (1) Infrastructure to support Resource and Waste Management Services
- (2) Reuse and Repair Services to prevent wastage
- (3) Collection system improvements to maintain recycle quality
- (4) Communications and behaviour change initiatives to underpin services
- (5) Grow indigenous reprocessing capacity for Norfolk's quality recycle

Each of the workstreams had been incorporated into the proposed NWP Business Plan, which would be presented to the NWP Board on 27 March 2018 for final approval.

Workstream 1 would include a review of depots / waste facilities across Norfolk, an assessment of future opportunities and an infrastructure options appraisal tool. The Panel was advised that the Council had pulled out of the proposed shared depot at Norwich Airport following the County Council's decision to withdraw from the Highways depot project and the low sale value of the Frettenham site. Options for a major renovation of the Frettenham site would be brought to a future meeting of the Panel.

One of the projects for Workstream 2 would be to salvage high quality furniture and encourage its reuse rather than disposal. Workstream 3 would include a project to increase householder participation in recycling. Workstream 4 would include a Call to Action to prevent avoidable food waste (this included Community Fridges).

Workstream 5 was being added in response to the loss of the Chinese market for a significant proportion of recyclable material and the need to stimulate its use locally. The Project would set out to identify recyclers and re-processors in Norfolk and determine their needs, to assess if they could be provided by the MRF. Research would also be conducted to determine if comparable countries to the UK were already producing recyclable materials for their local markets and what those materials were.

The NWP had five priorities for 2017/18:

- Anti-contamination – a ‘give your recycling a little bit of love’ campaign was being run to reduce contamination.
- Food Waste – Community Fridges were being launched across the county with one opening in the Dussindale Centre, Thorpe St Andrew on 27 April 2018. In the first three months of the project four tonnes of food had already been redistributed free from 11 Community Fridges. Dry goods could also be donated to the scheme.
- Nappies – a campaign targeted at organisations dealing with new parents would seek to make clear that nappies were not recyclable.
- The Final campaign was for the last two priority: plastics and textiles, and would have a target audience of 16-34 year olds who might not recycle at all and the over 55’s who did not always recycle correctly. It would also include a Norfolk Design Challenge competition for a garment made out of PET polyester.

The NWP 2018/19 priorities were: improving the quality of recyclate; explaining the recycling rules and food waste prevention.

A Member suggested that liaising with the UEA Students Union might be a useful means of encouraging recycling amongst younger people.

RESOLVED

to

- (1) note the contents of the report and endorse the NWP Work Programme; and
- (2) endorse and confirm the Council's support for Workstream 5 (Grow indigenous reprocessing capacity for Norfolk's quality recyclate).

43 UPDATE ON MRF CONTRACT – PAPER MARKETS

In July 2017 China announced that it would no longer accept contaminated plastic and paper waste for recycling from January 2018. This would have a significant impact on the recycling industry.

NEWS was using a broker to source new markets; however it was clear that competition for them would be fierce. The MRF had also altered its processing methods to reduce contamination rates. However, some containers had already been rejected by the Chinese inspectors in this county due to nappy contamination.

Paper was currently being stockpiled across the country, but this could not be done indefinitely as it would degrade. Discussions were therefore ongoing with paper recyclers in this country; however they required a better quality paper than was currently produced by the MRF.

Recycled paper was also being given away, but it might get to the stage where the MRF would have to pay to have it taken away. Due to this dip in the market it was unlikely that the dividend for the NEWS shareholders that was forecast last year would be forthcoming.

The meeting closed at 6.05 pm